

CONFIDENTIAL

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12 JUL 1968

MEMORANDUM FOR: Deputy Director of Central Intelligence
Executive Director-Comptroller
Deputy Director for Science and Technology
Acting Deputy Director for Intelligence
Assistant Deputy Director for Plans
Assistant Deputy Director for Support

SUBJECT : Agency Program for 19 July 1968 Visit by
Brookings Conference for Business
Executives on Federal Government Operations

1. This memorandum is for your information only. This confirms arrangements previously made informally with your office.

2. The last in the scheduled 1968 visits to CIA Headquarters by participants in the Brookings Conference for Business Executives on Federal Government Operations will take place on Friday, 19 July 1968 at Headquarters beginning with luncheon in the Executive Dining Room at 1200 hours.

3. The Executive Director-Comptroller will host the luncheon, and other CIA representatives will sit among the visiting Conference participants. Immediately following the luncheon the group will move to the USIB Conference Room for the Agency briefing. The post-luncheon program will be approximately as follows:

1250-1255 - Introductory Remarks Colonel White

1255-1330 - "The Intelligence Community
and National Security
Policy" Colonel White

1330-1425 - Question-and-Answer Panel

Moderator and Chairman Colonel White

Panel Members Messrs. Duckett, Proctor,
Meyer, and Coffey

GROUP 1
Excluded from automatic
downgrading and
declassification

4. Included with this memorandum are (a) the 19 July Luncheon Seating List, as Attachment A; (b) the Brookings List of Participants, as Attachment B; and (c) the Brookings Conference Program Booklet -- which contains more detailed biographic data on all but the latest registrants -- as Attachment C.

5. The Intelligence School Staff is handling administrative support for these Brookings Conference visits to Headquarters. If you have any questions regarding the above program, please call me on Extension [] or if you wish to get any administrative or other support for the 19 July program, please call []
[] on Extension []

[]
Acting Director of Training

Atts

ATTACHMENT A
 Brookings Conference
 Luncheon Seating List
 19 July 1968 (1200)

Entrance to Executive Dining Room Approved For Release 2004/03/11 : CIA-RDP71R00510A000200060001-7

EXEC.
 Collins DIR. -COMPT. Faggioli

(7D-48)

Murphy

HEAD TABLE

Malof

Rudd Whitenack
 Hemphill Bechtel
 ADDI

Stewart
 Bitonti Dailey
 Peterson Jensen
 ADDP

Fettes Ryan
 Carty
 DDS&T

Stiles
 Jacques Candler
 Bonnick Robinson
 ADDS

Luck
 Winegar Scott
 Lynch Littleton

STAT
 STAT

Burnett Holt
 OTR
 STAT

Hayes Hutchinson
 Mason
 ADTR

Wells
 OTR
 STAT

CIA participants are identified by abbreviations (all caps.).
 Brookings representative is underlined.

The Brookings Institution
Washington, D.C.

CONFERENCE FOR BUSINESS EXECUTIVES
ON
FEDERAL GOVERNMENT OPERATIONS

July 14-19, 1968

LIST OF PARTICIPANTS

ROBERT W. BECHTEL
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Peter Malof
Member, Senior Staff
Conference Chairman

Jerilyn Castellani (Mrs.)
Conference Secretary

CONFERENCE FOR BUSINESS EXECUTIVES

ON

FEDERAL GOVERNMENT OPERATIONS

July 14-19, 1968

PROGRAM

Advanced Study Program - The Brookings Institution
1775 Massachusetts Avenue, N.W.
Washington, D.C.

FOREWORD

This Conference for Business Executives on Federal Government Operations is part of an educational program conducted by The Brookings Institution designed to give current and emerging leaders in American industry a heightened awareness of the national environment in which business is challenged to survive and grow.

The Conference does not seek to develop "experts" in Federal Government affairs. Rather, its purpose is to provide -- through first-hand exposure to principal areas of Federal activity -- an educational experience which will sharpen the sensitivity of participants to:

1. The complexities of Federal government processes, public policy issues, and business-government relationships; and
2. The day-to-day responsibilities, pressures, and problems that confront legislative, judicial, and executive leaders in public life.

The principal methods employed to achieve this purpose include seminars, briefings, a reading program, and visits with governmental officials and scholars. Speakers are presented, not primarily to provide answers to the issues discussed, but to provoke critical thought and comment. Informal and frank discussion, without attribution or publicity, is encouraged to foster a maximum sharing of knowledge, views, and experience.

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Motivating this effort is a conviction that government and business interests have become inseparably intertwined. Major problems of our society today require cooperative action for their effective solution. The success or failure with which we meet these problems depends not only on the performance of elected and appointed officials, but also upon the understanding, competence, intellectual preparedness, and effort of countless individuals occupying positions of trust and influence throughout the economy.

Sponsored by the Advanced Study Program of The Brookings Institution, the Conference is one of a series of educational endeavors undertaken in cooperation with the business community under the general direction of Walter G. Held, Senior Staff Member and Director of Business Programs. It will be directed by Peter Malof, Senior Staff Member and Associate Director of Business Programs.

The broadening of leaders in positions of public and private responsibility has never been more vital to the effective operations of our free society. It is hoped that the Conference will contribute to this end and to the building of greater understanding between major elements in our society.

James M. Mitchell
Director
Advanced Study Program
The Brookings Institution

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TAB 3 BIOGRAPHICAL INFORMATION ON
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TAB 3 BIOGRAPHICAL INFORMATION ON
 THE PARTICIPANTS

The Brookings Institution
Washington, D.C.

CONFERENCE FOR BUSINESS EXECUTIVES
ON
FEDERAL GOVERNMENT OPERATIONS

July 14-19, 1968

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Conference Chairman

Jerilyn Castellani (Mrs.)
Conference Secretary

SUNDAY, JULY 14

12:00 noon
Dupont Room
Hotel Dupont Plaza

RECEPTION/LUNCHEON

WELCOME AND INTRODUCTION TO BROOKINGS

James M. Mitchell
Director, Advanced Study Program
The Brookings Institution

2:15 p.m.
Dupont Room
Hotel Dupont Plaza

THE FEDERAL DECISION-MAKING PROCESS

Conference Chairman

Peter Malof
Member, Senior Staff
Advanced Study Program
The Brookings Institution

Speaker

Wallace S. Sayre
Eaton Professor of Public Administration
and Chairman, Department of Public Law
Columbia University

A review of the major lines of influence affecting decision-making in the Federal Government, their inter-action, and the overall characteristics of the Federal decision-making process.

4:30 p.m.
Dupont Room
Hotel Dupont Plaza

PURPOSE AND WORK OF THE CONFERENCE

Peter Malof

SUNDAY, JULY 14 (Continued)

6:00 p.m.
Dupont Room
Hotel Dupont Plaza

SPEAKER'S RECEPTION

6:30 p.m.
Dupont Room
Hotel Dupont Plaza

DINNER

CONGRESSIONAL DYNAMICS

Charles L. Clapp
Assistant to the Secretary
The Smithsonian Institution

The characteristics of operations in the Senate and House of Representatives, the role of committees and leadership, and Congressional relations with the Executive Branch and the Public.

MONDAY, JULY 15

7:35 a.m.

BUS DEPARTS HOTEL DUPONT PLAZA

8:00 p.m.

A CONGRESSMAN LOOK AT HIS JOB

Presidential Room
Congressional Hotel

The Honorable Charles McC. Mathias, Jr.
United States Representative from the
Sixth District of Maryland

A discussion of the function, motivations,
and rewards of a member of Congress.

9:45 a.m.

ISSUES BEFORE THE HOUSE APPROPRIATIONS
COMMITTEE

Room H140
The Capitol

The Honorable George H. Mahon
United States Representative from the
Nineteenth District of Texas, and
Chairman, House Appropriations Committee

A discussion of the major issues under
the jurisdiction of the House Appropriations
Committee.

11:00 a.m.

ROLE OF THE GENERAL ACCOUNTING OFFICE

Room 7000C
GAO Building

The Honorable Frank H. Weitzel
Assistant Comptroller General
United States General Accounting Office

An examination of the functions and activities
of the GAO and its relations with Congress and the
Executive Branch.

12:15 p.m.

LUNCHEON

Banquet Room
Capitol Hill Hotel

MAJOR ISSUES BEFORE THE CONGRESS

The Honorable Peter H. Dominick
United States Senator from Colorado

A broad survey of principal issues and
trends of concern in the current session of Congress.

MONDAY, JULY 15 (Continued)

2:30 p.m.
Room 1318
New Senate Office
Building

ISSUES IN CONSUMER PROTECTION

S. Jerry Cohen
Staff Director and Chief Counsel
Senate Antitrust and Monopoly Subcommittee

A discussion of problems in the shaping of
policies and programs to protect consumer interests.

4:00 p.m.
Room H-202
The Capitol

PROBLEMS OF LEADERSHIP IN CONGRESS

The Honorable Gerald R. Ford
United States Representative from the
Fifth District of Michigan, and
House Minority Leader

A look into the problems in institutional
and personal Congressional leadership and
organization for effective legislative action.

6:30 p.m.
Room 200
Brookings

SPEAKER'S RECEPTION

7:00 p.m.
Room 106-8
Brookings

DINNER

ISSUES IN ECONOMIC POLICY

The Honorable William Proxmire
United States Senator from Wisconsin
and
Chairman, Joint Economic Committee

An analysis, from a Congressional perspective,
of major issues and trends in current economic
policy.

TUESDAY, JULY 16

7:35 a.m.

BUS DEPARTS HOTEL DUPONT PLAZA

8:00 a.m.

BREAKFAST

Presidential Room
Congressional Hotel

STAFFING A CONGRESSIONAL COMMITTEE

John R. Blandford
Chief Counsel
Armed Services Committee

The organization, methods and techniques employed in providing staff services to a Congressional committee, with an examination of the role and scope of staff influence on committee operations.

10:00 a.m.

INDIVIDUAL VISITS TO COMMITTEE HEARINGS

12:15 p.m.

LUNCHEON

Banquet Room
Capitol Hill Hotel

ISSUES IN FOREIGN POLICY

The Honorable Albert Gore
United States Senator from Tennessee

An examination, from a Congressional perspective, of major issues and trends in current foreign policy.

2:00 p.m.

VISIT HOUSE/SENATE GALLERIES

2:30 p.m.

THE WORK OF THE SUPREME COURT

East Conference Room
Supreme Court Building

John F. Davis
Clerk of the Supreme Court

A discussion of the functions, purpose, activities and role of the Supreme Court.

TUESDAY, JULY 16 (Continued)

4:00 p.m.
Room 129
Brookings

CIVIL RIGHTS AND PUBLIC ORDER

D. Robert Owen
First Assistant, Civil Rights Division
Department of Justice

A discussion of the relationship between the activities within the civil rights movement and the problems of maintaining public order.

6:30 p.m.
Room 200
Brookings

SPEAKER'S RECEPTION

7:00 p.m.
Room 106-8
Brookings

DINNER

ISSUES IN ECONOMIC POLICY

Charles B. Warden, Jr.
Special Assistant to the Chairman
Council of Economic Advisers

An analysis, from an Executive perspective, of major issues and trends in current economic policy.

WEDNESDAY, JULY 17

7:30 a.m.
Dupont Room
Hotel Dupont Plaza

BREAKFAST/GROUP DISCUSSION

9:15 a.m.
Room 444
Executive Office
Building

ROLE OF THE WHITE HOUSE STAFF

The Honorable Harry C. McPherson
Special Counsel to the President

A discussion of the functions and operations of the White House staff as an instrument of Presidential leadership and control over Executive agencies and Administration programs.

10:45 a.m.
Room 444
Executive Office
Building

THE BUREAU OF THE BUDGET

The Honorable Phillip S. Hughes
Deputy Director
Bureau of the Budget

An examination of the role of the Bureau of the Budget in the Executive Branch.

12:15 p.m.
Room 106-8
Brookings

LUNCHEON

THE CIVIL SERVICE COMMISSION AND
THE JOB OF THE FEDERAL EXECUTIVE

Robert E. Hampton
Commissioner
Civil Service Commission

The roles of the Civil Service Commission as the government's central personnel office and as guardian of the merit system in the Federal service, and an analysis of the nature of the Federal executive's job and working environment.

WEDNESDAY, JULY 17 (Continued)

2:30 p.m.
Room 129
Brookings

POLICY ISSUES IN URBAN DEVELOPMENT

The Honorable William B. Ross
Deputy Under Secretary
Department of Housing and Urban Development

A review of major issues in the shaping of public policies to meet the present and future needs of cities, and a discussion of the major programs of the Department of Housing and Urban Development.

4:00 p.m.
Room 8A&B
Department of
Transportation

POLICY PROBLEMS IN TRANSPORTATION

The Honorable M. Cecil Mackey
Assistant Secretary
Department of Transportation

A discussion of major issues in the shaping of policies and programs to cope with national transportation problems.

(EVENING FREE)

THURSDAY, JULY 18

7:30 a.m.
Dupont Room
Hotel Dupont Plaza

BREAKFAST/GROUP DISCUSSION

9:15 a.m.
Room 823
OEO
1200 19th St., N.W.

THE OFFICE OF ECONOMIC OPPORTUNITY

John D. Johnson
Assistant Director of OEO for the
Information Center

A discussion of the role of the OEO, and
and appraisal of problems and progress in the
programs under its cognizance.

10:45 a.m.
Room 5542
HEW

GOVERNMENT AND SOCIAL WELFARE

The Honorable Donald F. Simpson
Assistant Secretary for Administration
Department of Health, Education, and Welfare

An examination of the role and direction of
Federal involvement in the fields of health, education
and welfare, with attention to major organizational
and program problems of the Department of Health,
Education, and Welfare.

12:15 p.m.
Room 106-8
Brookings

LUNCHEON

GOVERNMENT AND BUSINESS

Walter A. Hamilton
Deputy Assistant Secretary
Department of Commerce

A discussion of Federal policies and programs
affecting the industrial and commercial segments
of the national economy, and an examination of the
role of the Department of Commerce in fostering
constructive business-government relationships.

THURSDAY, JULY 18 (Continued)

2:30 p.m.
Room 1105
Department of State

MAJOR ISSUES IN FOREIGN POLICY

Helmut Sonnenfeldt
Director of Research and Analysis
for Soviet Bloc
Office of Intelligence and Research
Department of State

An analysis of problems and trends in critical areas of foreign policy, with attention to the character of international politics and the role of the United States in world affairs.

4:00 p.m.
5th Floor
Hearing Room
FTC

PROBLEMS BEFORE THE FEDERAL TRADE COMMISSION.

John N. Wheelock
Executive Director
Federal Trade Commission

An examination of the functions of the Federal Trade Commission and of the problems before it.

6:30 p.m.
Room 200
Brookings

SPEAKER'S RECEPTION

7:00 p.m.
Room 106-8
Brookings

DINNER

THE ROLE OF THE NEWS MEDIA IN THE GOVERNMENTAL PROCESS

Marquis W. Childs
Washington Bureau Chief
St. Louis Post Dispatch

An analysis of the role and work of the news media in reporting and interpreting the Washington scene.

FRIDAY, JULY 19

7:30 a.m.
Dupont Room
Hotel Dupont Plaza

BREAKFAST/GROUP DISCUSSION

9:00 a.m.
Room 1E801 No. 3
The Pentagon

MANAGING THE DEPARTMENT OF DEFENSE

The Honorable Solis Horwitz
Assistant Secretary of Defense
(Administration)
The Department of Defense

An examination of selected problems in
the management of the Department of Defense.

10:15 a.m.
Room 1E 801 No. 3
The Pentagon

MILITARY-POLITICAL RELATIONSHIPS IN
INTERNATIONAL SECURITY AFFAIRS

Rear Admiral William E. Lemos
Regional Director (East Asia and Pacific)
Office of International Security Affairs
Department of Defense

A discussion of the role of military power
in international politics and of problems involved
in integrating military and foreign policies in
furthering national security objectives.

FRIDAY, JULY 19 (Continued)

12:00 noon
Executive Dining Room
C.I.A.

LUNCHEON

INTELLIGENCE AND NATIONAL SECURITY

Central Intelligence Agency Officials

An examination of the role of intelligence
in promoting national security interests.

3:00 p.m.
Room 129
Brookings

PROGRAM CRITIQUE AND CLOSING CEREMONIES

James M. Mitchell

3:30 p.m.

ADJOURNMENT

BIOGRAPHICAL INFORMATION

ON THE

SPEAKERS AND CHAIRMEN

JOHN RUSSELL BLANDFORD

Born in Buffalo, New York. Hobart College, Geneva, New York, and Yale Law School.

Admitted to practice law in New York, District of Columbia, and U.S. Supreme Court. Became Counsel for the House Committee on Armed Services in January 1947, and served continuously in that capacity until his appointment in 1963 as Chief Counsel of the House Committee on Armed Services.

Received the 1966 Rockefeller Public Service Award in the field of Law, Legislation, or Regulation, in recognition of his distinguished service to the Government of the United States and to the American people.

Served on active duty during World War II as a Forward Observer, Artillery Liaison Officer, and Regimental Judge Advocate from 1941 to 1946. Presently holds the grade of Brigadier General, U.S. Marine Corps Reserve.

Member of Phi Beta Kappa, Tau Kappa Alpha.

MARQUIS CHILDS

Born in Clinton, Iowa. University of Wisconsin and University of Iowa.

Began his journalistic career in 1923 with the United Press in Chicago; in 1925, joined the UP staff in New York City. Became a feature writer for the St. Louis Post-Dispatch in 1934. During World War II, served as overseas correspondent in England, Sweden, Brazil, and Bolivia. Started his "Washington Calling" column for United Features Syndicate in 1944, and in 1945 covered the fighting fronts in Italy, France and Germany. In the past fifteen years, has made about forty trans-Atlantic trips, covering almost every major diplomatic conference, international crisis and summit or near-summit meeting. Currently, Washington Bureau Chief of the St. Louis Post-Dispatch and Columnist for United Features Syndicate, Inc. ("Washington Calling").

Author of many books, both fiction and non-fiction, including: The Peacemakers, Eisenhower: Captive Hero, Sweden: The Middle Way, Toward a Dynamic America, This Is Your War, I Write from Washington, The Ragged Edge, Ethics in a Business Society (with S. Douglass Cater), and This Is Democracy.

Recipient of Sigma Delta Chi award for "sustained insight in national affairs, firsthand reporting and effective writing" and University of Missouri award for distinguished journalism. Has served as special lecturer at Columbia University School of Journalism and as Eric W. Allen Memorial Lecturer at the University of Oregon. Recipient of honorary Doctor of Letters degree from the University of Wisconsin, June 1966.

CHARLES L. CLAPP

Born in Wakefield, Massachusetts. Tufts University, Harvard University, and the University of California (Berkeley).

Taught political science at Florida State University and the University of California (Berkeley). Recipient of American Political Science Association Fellowship Award. Assistant to Representative Peter Frelinghuysen and Senator John F. Kennedy. Professional Staff Member, Special Committee to Investigate Political Activities, Lobbying and Campaign Contributions, U.S. Senate (Senator McClellan, Chairman). Staff Assistant to Special Committee to Select the Five Outstanding Senators in History (Senator John F. Kennedy, Chairman.) Administrative Assistant to Representative Charles E. Chamberlain. Research Associate, The Brookings Institution. Until December 1966, Legislative Assistant to Senator Leverett Saltonstall from Massachusetts. Since January 1967, Assistant to the Secretary, The Smithsonian Institution.

Author: The Congressman: His Work As He Sees It, The Brookings Institution, Washington, D.C., 1963.

S. JERRY COHEN

Wayne State University and Wayne State University Law School.

Engaged in private practice of law in Detroit for five and one half years; head of the Criminal Division of the Attorney General's Office, State of Michigan, for the next two and one half years. Has been with the Senate Antitrust and Monopoly Subcommittee for the past six years, the past four as Staff Director and Chief Counsel.

JOHN F. DAVIS

Born in Portland, Maine. Bates College and Harvard University.

Began government service with the Petroleum Administration, Department of Interior, 1933. Transferred to Securities and Exchange Commission to serve as senior attorney (trial) to the Solicitor, 1936; accepted position with the Solicitor General of the United States, 1950; promoted to Second Assistant to the Solicitor, 1961. Presently, Clerk of the United States Supreme Court.

Served as Lt. Commander in U.S. Coast Guard during World War II. Practices law in District of Columbia, 1946-50, with firms of Hilmer and Davis; and Schoene, Freehill, Kramer and Davis.

PETER DOMINICK

Born in Stamford, Connecticut. Yale University and Yale University Law School.

In mid-Forties, entered legal field with a Denver law firm. Began his political career with his election to the Colorado Legislature as Representative from Arapahoe County in 1956. Held this office for four years before winning a seat in 87th Congress as Representative of the Second Congressional District of Colorado. Elected to the 88th Congress as United States Senator from Colorado.

Currently serves on the Armed Services Committee, Labor and Public Welfare and District of Columbia Committees. Other assignments include: Senate Select Committee on Small Business; the Board of Visitors to the Air Force Academy; and the Joint Commission on the Coinage.

During World War II, he served as a pilot in the Army Air Corps.

GERALD R. FORD

Born in Omaha, Nebraska. University of Michigan and Yale University Law School.

Was admitted to the Michigan Bar in 1941. Served 47 months in the United States Navy in World War II. Received United States Junior Chamber of Commerce Distinguished Service Award, 1949. Elected to the 81st Congress on November 2, 1948, and reelected to successive Congresses as United States Representative from the Fifth District of Michigan. Also now serving as Minority Leader of the House of Representatives.

ALBERT GORE

Born in Jackson County, Tennessee. Middle Tennessee State College, University of Tennessee and YMCA Night Law School in Tennessee.

Superintendent of Schools, Smith County, Tennessee, 1932-36. Tennessee Commissioner of Labor, 1937. In 1938, elected to 76th Congress from the Fourth District of Tennessee. While a member of the House, served on Banking and Currency, and Appropriations Committees. Elected to successive Congresses; elected United States Senator from Tennessee in 1952; reelected in 1958 and 1964.

Serves on Senate Foreign Relations Committee; Chairman, Subcommittee on African Affairs; Finance Committee and the Joint Committee on Atomic Energy.

WALTER A. HAMILTON

Born in New York City. Amherst College and Harvard University.

From 1947 to 1956, Mr. Hamilton served on the professional staff of the Joint Congressional Committee on Atomic Energy. He served as Executive Secretary of the Joint Committee's Panel on the Impact of Peaceful Uses of Atomic Energy in 1955 and 1956. He also served as Director of the Atomic Energy Commission's Study on the Atoms for Peace Program in 1959-60.

In 1960, Mr. Hamilton joined the United Nuclear Corporation, a mining and manufacturing concern. As Vice President for Administration, he was responsible for all administrative activities of the Corporation, as well as for public, industry, and labor relations. In July 1967, Mr. Hamilton was appointed Deputy Assistant Secretary of Commerce for Domestic Business Policy.

ROBERT E. HAMPTON

Born in Chattanooga, Tennessee. University of Tennessee and University of Chattanooga.

Before entering government service, was principal of elementary school in Cleveland, Tennessee, 1949-50. Entered Department of State in 1950 as Vice Consul, Munich, Germany. Between 1951 and 1952, Foreign Affairs Officer, Washington, D.C.; Executive Secretariat, Office of Secretary of State, 1952-53; between 1953 and 1955, Staff Assistant in Office of Secretary of State Dulles. Joined the Department of the Air Force in 1955 as Assistant Deputy for Manpower, Personnel and Organization, Office of the Secretary, where he remained until 1957, when he became Special Assistant to Deputy Under Secretary of State for Administration. In 1958, was appointed Special Assistant, The White House, where he served both the Eisenhower and Kennedy Administrations. In 1961, became Special Assistant, Office of the Secretary of the Air Force. Since 1961, United States Civil Service Commissioner.

During World War II, served in the United States Army Air Force.

SOLIS HORWITZ

University of Pittsburgh and Harvard Law School.

During World War II, Mr. Horwitz was a Japanese language specialist with Army Intelligence. After release from active duty he served as Acting Chief Counsel for the International Prosecution Section for the trial of major war criminals in Japan. Subsequently, as Counsel to the House Armed Services Committee, he probed the B-36 bomber controversy between the Navy and the Air Force. He was Counsel to Stuart Symington when he was Chairman of the National Security Resources Board and General Counsel to Senator Symington when he was Administrator of the Reconstruction Finance Corporation. Mr. Horwitz was Staff Counsel to the Senate Committee which investigated the relief from Command of General MacArthur by President Truman during the Korean War and was also Staff Counsel to the Special Senate Committee that conducted the televised Army-Senator Joe McCarthy hearings. In 1957, he was named Chief Counsel for the Special Senate Committee to investigate Russia's head start with the "Sputnik" satellite in the space race. He was next appointed Secretary McNamara's Director of Organizational and Management Planning with the concurrent position of Assistant to the Secretary of Defense for National Communications Systems. In June 1964, Mr. Horwitz was appointed to the post of Assistant Secretary of Defense for Administration.

PHILLIP S. HUGHES

University of Washington.

Chief of Research and Statistics for the Washington State Department of Social Security, 1941-43; senior labor market analyst in the State Office of War Manpower Commission, 1943-44. Served in the U.S. Navy, 1944-46. Statistician and Chief of the Research Division of the Veterans Administration Branch Office in Seattle, 1946-49. In 1949 joined the Bureau of the Budget as budget examiner handling non-medical programs of the Veterans Administration. In 1953 became Assistant Chief of the Bureau's Labor and Welfare Division in charge of social security and non-medical veterans' programs. Deputy Chief of the Office of Legislative Reference, 1955-58. From June 1958 to February 1966, Assistant Director for Legislative Reference. In March 1966, appointed to present position of Deputy Director, Bureau of the Budget, Executive Office of the President.

In 1962 he was selected as a winner of the National Civil Service League Career Service Award, and in 1965 received the Bureau's Exceptional Service Award.

JOHN D. JOHNSON

Born in Baltimore, Maryland. Siena College and the George Washington University. 1959-60, participated in the Management Intern Seminar Program of the Brookings Institution, while employed in the Office of the Adjutant General, The Pentagon.

From 1959 to 1962, Mr. Johnson was a Budget Analyst, Office of the Chief Signal Officer, The Pentagon. He was Budget Analyst for the Defense Atomic Support Agency, Washington, D.C., 1962-65.

In 1965, he was appointed Deputy Assistant Director, Information Center, Office of Economic Opportunity, Washington, D.C. In 1966, he was promoted to his present position, Assistant Director of OEO for the Information Center, Washington, D.C.

REAR ADMIRAL WILLIAM E. LEMOS, USN

U.S. Naval Academy and M.I.T. A graduate of the National War College.

Last three military assignments: Deputy Director for Operations, National Military Command Center; Chief of Staff, Second Fleet; Commanding Officer, USS RANGER (CVA-61). Presently, Regional Director (East Asia and Pacific), Office of the Assistant Secretary for International Security Affairs, Department of Defense.

CHARLES McC. MATHIAS, JR.

Born in Frederick, Maryland. Haverford College, Yale University, University of Maryland Law School.

Admitted to the Maryland bar in 1949 and to the U.S. Supreme Court bar in 1954; Assistant Attorney General of Maryland, 1953-54; City Attorney of Frederick, Maryland, 1954-59; elected to Maryland House of Delegates in 1958; United States Representative from the Sixth District of Maryland, since 87th Congress.

Member: District of Columbia and Judiciary Committees, Subcommittees on Bankruptcy and Antitrust, Special Subcommittee on State Taxation of Interstate Commerce.

Enlisted as an Apprentice Seaman in 1942; commissioned as an Ensign in 1944; sea duty in Pacific Area, 1944-46; now, Lieutenant Commander, U.S.N.R.

HARRY C. McPHERSON, JR.

Born in Tyler, Texas. University of the South and University of Texas Law School.

Joined the Senate Democratic Policy Committee in 1956 as Assistant Counsel; became General Counsel of the Committee in 1961. During this period, also served on the Legislative Review Committee as counsel. The Policy Committee at this time was chaired by Senator Lyndon Johnson, later by Senator Mike Mansfield.

In 1963, appointed Deputy Under Secretary of the Army for International Affairs by Secretary Vance. Also served as Special Assistant to the Secretary for Civil Functions. Awarded the Decoration for Distinguished Civilian Service by the Secretary of the Army for his work in the Defense Department.

In August 1964, joined the State Department as Assistant Secretary for Educational and Cultural Affairs. One year later, in 1965, named Counsel to the President and shortly thereafter became Special Counsel to the President.

Member, Texas Bar Association and the Federal Bar Association.

M. CECIL MACKEY, JR.

University of Illinois and the University of Alabama.

Mr. Mackey spent one year as a Ford Foundation teaching fellow at the Harvard Law School. He served as a member of the Economics Faculty of the University of Illinois and the U.S. Air Force Academy and was a member of the Law School Faculty at the University of Alabama.

He came to Washington in 1962 as Assistant Counsel for the Senate Antitrust Subcommittee and later served as Director of the Office of Policy Development, Federal Aviation Agency. From July 1965 to early 1967, he was Director, Office of Transportation Policy Development, Department of Commerce. Presently, Assistant Secretary for Policy Development, Department of Transportation.

GEORGE H. MAHON

Born near Haynesville, Louisiana; Simmons University,
University of Texas, University of Minnesota.

Elected County Attorney, Mitchell County, Texas, 1926; appointed
District Attorney, thirty-second Judicial District, 1927; elected
District Attorney, 1928, 1930, 1932; elected in 1934 to 74th Congress
and reelected to each succeeding Congress as United States Repre-
sentative from the Nineteenth District of Texas; became Chairman
of Appropriations Committee of the House in 1964, continuing in that
capacity in the 89th Congress.

Received American Political Science Association Congressional
Distinguished Service Award in 1963.

PETER MALOF

Born in Riga, Latvia. Northwestern University; Harvard University.

Junior Russian Research Fellow, Harvard University, 1952-53; Research Associate, Human Relations Area Files, Inc., Washington Branch, 1955-57. Editor, World Challenge; Associate Editor, Washington Report; and Staff Member, International Relations Department, Chamber of Commerce of the United States, 1958-62. Now, Member, Senior Staff and Associate Director of Business Programs, Advanced Study Program, The Brookings Institution.

Co-author: Iran; The Russian Soviet Federated Socialist Republic; Poland, Its People, Its Society, Its Culture; USSR, Its People, Its Society, Its Culture; The Common Market: The European Community in Action.

JAMES M. MITCHELL

Born in Washington, D.C.; George Washington, and University of Michigan.

Has served as management consultant, personnel officer and administrator in Federal, State, and local governments. From 1940 to 1948, he was Executive Director of the Public Personnel Association, where he also served as Editor of Public Personnel Review. He was a member of the U.S. Civil Service Commission from 1948-53, when he was appointed Deputy Assistant Secretary of Defense, where he served until February 1955. He was Associate Director of the National Science Foundation from 1955 to 1959, when he was appointed Director of the Advanced Study Program at The Brookings Institution.

U.S. Representative, U.N. Salary Review Commission, 1956; Member, Board of Trustees, George Washington University (Secretary, 1966-); Member, American Society of Public Administration (President, 1952-53). Member, Armed Forces Management Association (President, 1954-55). Member, Science Advisory Committee, Pacific Science Center Foundation; Member, Public Personnel Association; Member, Board of Trustees of the Educational Television Station WETA (Chairman of Program Committee, 1965-). In 1958, directed study of the management structure and staffing of the Government of Tunisia. Served as a Consultant in 1962 to President Kennedy's Task Force on Foreign Economic Assistance; in 1966, as a Member of President Johnson's Task Force on Manpower for State and Local Governments, and in 1967-8 as a Member of the Advisory Committee on Merit System Standards. Served as Commander, U.S. Coast Guard, 1943-45. Lecturer at Universities of Michigan and Chicago, and Northwestern University; University Professor, the University of Delaware, 1967-8.

D. ROBERT OWEN

Born in Albany, Texas. Princeton University and the University of Texas.

Commenced working with the Department of Justice in 1958 under the Attorney General's Honor Program as Attorney, Appeals and Research Section. In 1960, was assigned primary responsibility under the First Assistant, Civil Rights Division, for the Department's Civil Rights litigation in Mississippi, a responsibility he held until February 1965. At that time, with formal reorganization of the Division, became Chief of the Southwestern Section covering Mississippi and Louisiana. As such, supervised litigation in voting, schools, public accommodation and public facilities; supervised enforcement program under the Voting Rights Act of 1965. In December of 1966, named Special Assistant to the Attorney General, responsible for the coordination of the Title VI program among the various other government agencies involved in the program. In March of 1967, named to this present position, First Assistant to the Assistant Attorney General, Civil Rights Division, Department of Justice.

WILLIAM PROXMIRE

Born in Lake Forest, Illinois. Yale University, Harvard Business School.

Enlisted as a Private in the U.S. Army in 1940, left active duty in 1946 as First Lieutenant. Political and labor reporter, Capital Times, Madison, Wisconsin, 1949-50. Has been in politics since 1950, when he was elected to Wisconsin State Assembly. In 1953, became part owner and President of Artcraft Press, Waterloo, Wisconsin, resigning in 1957 when he was first elected United States Senator from Wisconsin. Currently serving as Chairman, Joint Economic Committee.

Member of Senate Banking and Currency and Appropriations Committees, and Housing Subcommittee, Securities Subcommittee, and Small Business Subcommittee. Serves as Chairman, Financial Institutions Subcommittee.

WILLIAM B. ROSS

Born in Lawrenceburg, Indiana. Indiana and Princeton Universities.

Fiscal Analysis Staff, Bureau of the Budget, 1954-56; worked on special projects and legislative reviews for the Bureau, 1956-58; Budget Examiner, including Chief Budget Examiner for Housing and Small Business Programs, 1958-64; Assistant Chief, Fiscal Analysis Staff, Bureau of the Budget, 1964-66. Since February, 1966, Deputy Under Secretary for Policy Analysis and Program Evaluation, Department of Housing and Urban Development. Mr. Ross' responsibilities include policy analysis and program evaluation, direction of the Planning-Programming-Budgeting System being established for the Department's management, data systems design, and statistics and reports.

Recipient of William A. Jump Memorial Foundation "Meritorious Award for Exemplary Achievement in Public Administration" in 1963.

Served in the U.S. Army, 1952-54.

WALLACE S. SAYRE

Marshall College and New York University.

Has taught political science and public administration on the faculties of New York University, Cornell University, University of California at Berkeley, Stanford University and the City College of New York.

Served as Chairman of the Department of Government and Director of the Graduate Program in Public Administration, City College of New York, 1951-54. Presently, Eaton Professor of Public Administration and Chairman, Department of Public Law, Columbia University.

Governmental experience includes four years (1938-42) as New York City Civil Service Commissioner in the LaGuardia Administration; Associate Director of Fuel Rationing for the Office of Price Administration, 1942-44; Director of Personnel, OPA, 1944-46. Since returning to teaching in 1946, has served also as a consultant and adviser to Federal, state and local governments. Has served as a member of the Atomic Energy Commission's Personnel Management Advisory Committee, as a consultant to the State Department, Public Health Service, the Bureau of Employment Security, the New York State - New York City Fiscal Affairs Committee, and as Staff Director of the New York State Commission on New York City Government.

Author: The U.N. Secretariat, 1950; Personnel Administration in the Government of New York City, 1952, with Herbert Kaufman; Training for Specialized Mission Personnel, 1952, with Clarence E. Thurber; The Federal Government Services, 1954; Governing New York City, 1960, with Herbert Kaufman. Author of numerous essays and articles including "Scientists and American Science Policy," in Scientists and National Policy-Making, edited by Robert Gilpin and Christopher Wright, 1964.

DONALD F. SIMPSON

Born in Walla Walla, Washington. Kalamazoo College, Columbia University, University of Illinois.

Joined the government in 1942 in the Public Health Service. In 1949 to 1953, served as Administrative Officer, Public Health Service, Department of Health, Education, and Welfare. Became Director, Division of General Services, HEW, in 1953, leaving in 1956 to become Chief, Division of Administration, Pan American Health Organization, Regional Office of World Health Organization. From 1961 to 1962, served in the Department of State as Chief, Employment Division, returning to HEW in 1962 as Executive Officer, Public Health Service. In 1966, was named to his present position, Assistant Secretary for Administration, Department of Health, Education, and Welfare.

HELMUT SONNENFELDT

Born in Germany. The University of Manchester, Johns Hopkins University and the Johns Hopkins School of Advanced International Studies.

Joined the Department of State in 1952 as a specialist in Soviet and East European affairs. In 1960-61, served as a policy officer in the then newly established U.S. Disarmament Administration (now the Arms Control and Disarmament Agency). Has served on U.S. Delegations to disarmament conferences in London, Geneva, Washington, Moscow, and New York. Now, Director of the Office of Research and Analysis for the U.S.S.R. and Eastern Europe, Department of State.

On the faculty of the Johns Hopkins University School of Advanced International Studies as a Lecturer on Soviet Affairs and is also consultant to that School's Washington Center for Foreign Policy Research. Has also been associated with the Russian Institute at Columbia University as a Senior Fellow.

CHARLES B. WARDEN, JR.

Swarthmore College and Harvard University.

Member of the staff of the Joint Economic Committee, United States Congress, 1959-60; Teaching Fellow and Instructor, Harvard University, 1961-64; Member of the staff of the Economic Development Program, Ford Foundation, 1964-66. Currently, Special Assistant to the Chairman, Council of Economic Advisers.

Served as Associate Editor, Journal of Economic Abstracts, 1962-64, and has published a number of articles, primarily in the field of economics.

FRANK H. WEITZEL

Born in Washington, D.C. George Washington University and George Washington University Law School.

Has served in the General Accounting Office for nearly 40 years: 1935-42, Office of the General Counsel; 1942-45, Office of Comptroller General, Assistant to Comptroller General; 1945-53; in charge of the legislative program and inter-agency relations; in 1953, appointed Assistant Comptroller General of the United States, and has also served as Acting Comptroller General of the United States.

Has worked on the Joint Accounting Improvement Program being carried on by GAO with the Bureau of the Budget and the Treasury Department; and with the Congress on the Government Operations Control Act of 1945; the Federal Property and Administrative Services Act of 1949; the National Security Act Amendments of 1949; the Budgeting and Accounting Procedures Act of 1950; the Post Office Department Financial Control Act of 1950.

Member of the bar of the U.S. District Court, the U.S. Court of Appeals for the District of Columbia, and the Supreme Court of the United States. Member of the American Bar Association and the Federal Bar Association.

JOHN N. WHEELOCK

Born in Spring City, Tennessee. Vanderbilt University and Columbia University.

Engaged in the practice of law from 1931 to 1933 in Chattanooga, Tennessee. In 1933, became Attorney, Public Works Administration. Held various legal positions with the Federal Trade Commission from 1937 to 1942. Served on the Staff of the Chief of Naval Operations from 1942 to 1946. Returned to the Federal Trade Commission in 1946, holding such positions as Legal Advisor and Assistant to the Chairman. In 1961, named to his present position, Executive Director, Federal Trade Commission.

BIOGRAPHICAL INFORMATION

ON THE

PARTICIPANTS

ROBERT W. BECHTEL

Vice President, Agency Divisions
Dun & Bradstreet, Inc.
New York, New York

Mr. Bechtel joined Dun & Bradstreet, Inc. in 1944 at Philadelphia as a reporter. He came to New York in 1953 as a staff assistant in New Services Development and was subsequently named Manager of the Directory Division, which had the responsibility of the publication of a number of Marketing Guides. He also had responsibility for the development of the Data Universal Numbering System and its related project, Dun's Market Identifiers. In 1964, he was named vice president of the Marketing Services Company, a division of Dun & Bradstreet, in charge of published and computer-selected market data. In 1966, he was elected Vice President-Marketing Planning and Development, Dun & Bradstreet, Inc., Agency Divisions.

JAMES A. BITONTI

Manager of Operations
Federal Systems Division
IBM Corporation
Owego, New York

Mr. Bitonti attended Dutchess Community College at Poughkeepsie, New York, and served four years in the U.S. Navy as an electronics technician. He joined IBM in 1955 and managed a number of manufacturing departments until 1965 when he was appointed Manager of Manufacturing for the Poughkeepsie plant of the Systems Manufacturing Division.

In 1967, he was promoted to his present position where he is responsible for all phases of manufacturing at the Electronics Systems Center in Owego, New York,

ALBERT T. BONNICK

Vice President - Accounts & Finance
The Cincinnati & Suburban Telephone Company
Cincinnati, Ohio

Mr. Bonnick graduated from the University of Cincinnati in 1955 with a B.S. degree in commerce. He began his telephone career in 1936. Following more than four years of duty with the U.S. Army, he return to the telephone company to become General Payroll Clerk. His positions increased in responsibility - Staff Accountant, Chief Accountant, Auditor of Receipts, Comptroller and a short period as General Traffic Manager, He assumed his present duties in June 1967. He is also a director of the company.

JAMES R. BURNETT

Manager, San Bernardino Operations
TRW Systems Group
San Bernardino, California

Dr. Burnett received his B.S., M.S., and Ph.D. degrees in electrical engineering from Purdue University.

In addition to his teaching duties as a faculty member of Purdue, Dr. Burnett conducted research in the areas of servomechanisms, digital computers, and network theory. He joined the Ramo-Wooldridge Corporation in 1956, which ultimately became TRW Systems in 1965. Prior to his assignment as Manager of San Bernardino Operations, Dr. Burnett was Director of the Minuteman Program and Director of the TRW Electromechanical Laboratory.

Dr. Burnett is the Assistant General Manager of TRW Systems Group's Systems Engineering and Integration Division. This division is responsible for TRW's work in ballistic missiles, anti-submarine warfare, manned space, and launch operations, and for the application of aerospace technology into civil areas. In addition to his responsibility as Assistant General Manager of the division, Dr. Burnett is the Manager of the San Bernardino Operations. He also serves as a consultant to the Department of Defense.

ROBERT W. BYBEE

Eastern Marine Division Manager
Exploration Department
Humble Oil & Refinery Company
Houston, Texas

Mr. Bybee received his B.A. degree in geology from the University of Texas.

He joined Humble Oil in 1941 as a Junior Geologist. He held future positions of increasing responsibility in various areas of the country. In 1961, he became Coordinator of Planning & Evaluation at the Headquarters Exploration Department. He transferred to New Orleans to become in 1966, Division Exploration Manager - Southeastern Division. In 1967, he returned to Headquarters Exploration as Division Exploration Manager - Eastern Marine Division.

In this position, Mr. Bybee is responsible for Humble's exploration efforts in the Gulf of Mexico and the Atlantic Offshore; directs the activities of geologists, geophysicists and landmen in the search for profitable reserves of oil and gas and allied minerals; provides management and technical direction to evaluate offshore properties through studies, surveys, and exploratory wells.

THOMAS M. CANDLER, JR.

Director of Government Relations
The Sperry and Hutchinson Company
New York, New York

Mr. Candler attended the University of Alabama, Wheeler Business College and the Birmingham School of Law.

He held various positions in sales and advertising with the Frigidaire Division of General Motors and the Campbell Soup Company before joining Speery and Hutchinson as a merchandising manager in 1956. Subsequently became Regional Public Relations Manager in 1957 and Regional Government Relations Representative in 1962.

In 1963, he was appointed Assistant of Government Relations and was promoted to his present position as Director in 1965. His major responsibility is to provide the company with a unified, flexible facility comprised of experience, professional personnel available to function with authority and responsibility in any Company governmental relationship at each level of government, using systematized information and organized natural support.

ROBERT E. CARTY

Manager of Evaluation of Intermediate Systems
Data Processing Group Staff
IBM Corporation
White Plains, New York

Mr. Carty received a B.S. degree in Accounting from Wayne State University.

After two years in the Army, he joined a national certified public accounting firm and was awarded his C.P.A. in 1956 from the State of Michigan.

A year later, Mr. Carty was employed by the Data Processing Division of IBM as a sales representative. In 1963, he moved to Chicago and specialized in the use of data processing equipment for wholesale distributors. In Chicago, several job responsibilities were line management of specialized distribution oriented marketing organizations.

Since 1966, Mr. Carty has been in his present position with the assignment to evaluate the divisional planning of product programs, both unannounced and announced, in the System /360 line from the Model 20 to the Model 50.

ARTHUR B. COLLINS

Senior Vice President - Manufacturing and Services
McGraw-Hill Book Company
New York, New York 10036

Mr. Collins received a B.A. degree in economics from Williams College in 1935; postgraduate education in business administration at Columbia University and New York University Graduate School of Business Administration.

Joined McGraw-Hill Book Company as Manager of Accounting and Order Services, after working with Bendix Aviation Corporation as Chief Accountant, and Compton Advertising (New York City) as Controller. Was appointed Vice President and Director of McGraw-Hill Book Company in 1955, and to present position in 1963.

JOHN L. DAILEY, JR.

Assistant Executive Representative
International Petroleum (Colombia) Limited
Bogota, Colombia, South America

Mr. Dailey received a B.S. degree in mechanical engineering from Louisiana Tech.

He joined Creole Petroleum Corporation in Venezuela in 1946 as a geophysicist. He transferred to Carter Oil Company in Illinois in 1951 and held various positions with that company until 1957 when he joined Humble Oil and Refining Company as District Superintendent in Oklahoma.

In 1964, Mr. Dailey transferred to International Petroleum (Colombia) Limited in Bogota, Colombia and became Assistant Executive Representative, his present position, 1966.

LOUIS B. EGENBERGER

Superintendent of Security
Illinois Bell Telephone Company
Chicago, Illinois

Mr. Egenberger holds an L.L.B. degree from Creighton University.

Upon graduation he joined the telephone company as a student manager. He became a district traffic manager and in 1954 was transferred for a brief period to A.T.&T. where he worked on labor relations and salary administration matters affecting Bell System traffic forces.

He returned to Illinois Bell and was transferred to the Security Department to work on the adjustment of claims and law suits involving Illinois Bell. He assumed his present position in 1960 and has responsibility in the aforementioned areas as well as civil defense activities and the handling of military and selected governmental accounts in the Illinois Bell area.

RICHARD E. FAGGIOLI

Executive Vice President
Esso Exploration Inc.
New York, New York

Mr. Faggioli received an A.B. and an M.A. in geology from UCLA.

He is a career employee in the Jersey (Standard Oil Company (New Jersey))family, having started with the domestic affiliate, Humble Oil and Refining Company, in 1949. He held various increasingly responsible positions in the geological and exploration field until 1960. Since that time he has been placed in various general management positions including that of Area Manager in Corpus Christi, Texas.

In June 1965, Mr. Faggioli became Executive Vice President and Director of Esso Exploration Inc., which directs a worldwide petroleum exploration effort for Jersey.

EDWARD M. FETTES

Manager, Plastics Research
Koppers Company, Inc.
Monroeville, Pennsylvania

Mr. Fettes graduated from M.I.T. with an S.B. in chemical engineering and received his Ph.D. in chemistry from the Polytechnic Institute of Brooklyn.

He joined the Research Department of Thiokol Chemical Corp. in 1942 and held a number of positions in research and development. In 1958, he was made Director, Research and Development for Chemical Operations. In 1960, he joined the Research Department of Koppers Co. as Manager, Plastics Research.

In this position Mr. Fettes handles the research for Sinclair-Koppers in the field of thermoplastics. The planning and execution of the research as well as its coordination with development, marketing and production are among his responsibilities.

LINCOLN R. HAYES

Assistant to the Vice President - Corporate Plans
LTV, Inc.
Dallas, Texas

Born in Los Angeles, California. Received a B.S. degree in engineering from the University of California at Los Angeles.

Entered the U.S. Army in 1941, leaving in 1946 as a Major. Returned to Southern California to enter the family construction business. In 1950 was recalled to active duty. Remained in the Army as a regular Army officer until May of 1966, when he retired as Chief of Research and joined the corporate staff of LTV. Since joining LTV, has specialized in planning in the field of electronics. In the last two years, has also worked on many mergers such as the Wilson & Company, Inc. acquisition.

CHARLES E. HEMPHILL

Partner
Arthur Andersen & Co.
Washington, D.C.

Mr. Hemphill graduated from the University of Illinois.

He joined the sales organization of I.B.M. in 1939. During World War II, he served as an officer in the U.S. Naval Reserve.

After entering public accounting with another firm in 1946, Mr. Hemphill joined Arthur Andersen & Co. in Chicago in 1950. He was promoted to manager in 1951 and became a partner in 1956, when he moved to San Francisco and was made responsible for all of the firm's administrative services work on the West Coast. In 1964, Mr. Hemphill assumed his present position in Washington, in which he coordinates all administrative services work performed for Government agencies.

JOHN M. HOLT

Assistant Counsel
Eli Lilly and Company
Indianapolis, Indiana

Mr. Holt received an A.B. degree in economics from DePauw University and a J.D. degree from the Indiana University School of Law.

Following employment at Eli Lilly and Company in 1952, Mr. Holt held assignments in the industrial engineering and personnel divisions. Upon graduation from law school in 1956, he transferred to the legal division. He was promoted to Assistant Counsel in the legal division in 1964.

He served in the U.S. Army during World War II and the Korean War.

HOLLAND H. HUTCHINSON

Consultant - Manager Education
General Electric Company
Ossining, New York

Mr. Hutchinson attended Wisconsin State College and the University of Wisconsin. He graduated with a degree in electrical engineering.

He joined General Electric Company in 1944. After a series of engineering and manufacturing assignments, he was appointed Manager - Plant Salary and Wage Administration for their Schenectady plant in 1954. Later he moved to the Company headquarters at New York where he had consulting assignments. In 1960, he moved to Chicago where he was Manager - Organization Planning and Compensation for the Company's Hotpoint Division. In 1963, he joined the Company's Management Development Institute and has been active in the development and operation of general management education programs.

FREDERICK S. JACQUES

Program Manager - Fighters
Lockheed-California Company
Burbank, California

Mr. Jacques attended Los Angeles City College and Los Angeles Valley College, where he studied business administration.

He joined the Lockheed-California Company in 1939 where he held various clerical and minor administrative positions. During World War II, he served in the U.S. Navy, returning to Lockheed-California Company in 1946 as a Technical Coordinator in the Product Support Department. Since that time, he has held assignments as Manager, Commercial and Export Contracts Administration Departments, Administrative Director - European F-104G License Program (residing in Germany), and Manager, USAF and Foreign Contracts Administration Department.

In October 1966, Mr. Jacques was promoted to his present position, where he is responsible for all current Fighter Programs including the world-wide production and support of the F-104 "Starfighter" License and Co-Production Programs. This includes the program management of the Marketing and Contract Administration activities, prices and budgets, Engineering development, and production activities.

HARRY A. JENSEN

Executive Vice President
Armstrong Cork Company
Lancaster, Pennsylvania

Mr. Jensen graduated from Grinnell College in Iowa.

He joined Armstrong in 1940, and except for three years of World War II military service with the U.S. Naval Reserve, served as a salesman in the Company's Floor Division until 1950. In that year he was named Assistant District Manager of the Floor Division District Office at Chicago and in 1954 was promoted to District Manager of that office.

Assigned to Armstrong's home offices at Lancaster, Pennsylvania in 1955, Mr. Jensen served in several Floor Division Marketing Manager positions. He was named General Sales Manager of the Floor Division in 1961 and was elected Vice President and General Manager of Floor, Defense and Consumer Products Operations in 1962. He is presently Executive Vice President and a Director of the Company.

R. NED LANDON

Manager - Research & Development Publications
General Electric Research & Development Center
Schenectady, New York

Mr. Landon received his A.B. degree from Knox College, Galesburg, Illinois.

After service with the U.S. Army during World War II, he returned to Knox College as Director of Public Relations and Assistant to the President. From 1948-50, he was the owner and manager of its Advertising Service. Following the Korean War, he returned as Director of Public Relations.

In 1954, he joined General Electric Research Laboratory as a Specialist - Public Information to be appointed Manager in 1955. He spent a year (1959-60) in the New York Office as a public issues analyst - Relations Services, returning to the Research Laboratory as a Consultant - Research Application Communications. He was appointed Manager - Research Information, in July 1962.

JOSEPH C. LITTLETON

General Manager, Laboratory Products Department
Corning Glass Works
Corning, New York

Mr. Littleton received a B.S. degree in electrical engineering from Cornell University.

He joined Corning Glass Works in late 1945 as an Electrical Engineer involved in the development of electrical melting of optical glass. He progressed through various production assignments to Plant Manager of the Corning Optical Plant, Plant Manager of the Corning Apparatus Plant, and Plant Manager of the Big Flats Laboratory Plant.

From 1961 until 1967, he served in various staff positions involving new product development and marketing. In April of 1967, he was appointed to his present position where he is responsible for the operation of the Laboratory Products business, including sales, manufacturing, engineering, product development, and control of wide variety of laboratory glassware, laboratory equipment and laboratory instrumentation.

JEAN M. LUCK

Consultant, Community & Government Relations
General Electric Company
New York, New York

Mr. Luck received an A.B. degree in sociology from Duke University and an L.L.B. degree from the University of North Carolina.

He joined the General Electric Company's Relations Training Program upon graduation. Since then he has had assignments in manufacturing, compensation, personnel recruiting, selection and placement, and employee communications.

Mr. Luck served in the U.S. Navy for three years.

CHRISTOPHER J. LYNCH

Director - Field Marketing
Honeywell, Inc. (EDP Division)
Wellesley Hills, Massachusetts

Mr. Lynch received a B.B.A. degree in accounting from Manhattan College.

He joined IBM in 1956 in New York City. He worked as a Sales Representative and Account Manager until 1963. Joined Honeywell in April of 1963 in New York City as Customer Manager; Chicago Branch Manager, October 1963; Central Region Director 1965; Director of Marketing, 1966. In his present position Mr. Lynch is responsible for all sales and installation of computers in the Western part of the country and for the Federal Systems Marketing Division of Honeywell in Washington, D.C.

JOHN E. MASON

Assistant Vice President
Northwestern Bell Telephone Company
Des Moines, Iowa

Mr. Mason graduated from the University of Minnesota with a B.A. degree in business administration.

He joined the telephone company as a clerk in 1934. He spent most of his time in the Commercial and Traffic Departments, becoming consecutively General Commercial Manager and General Traffic Manager. He assumed his present duties in 1967 and is responsible for coordination of legislative matters in Iowa.

BENTON F. MURPHY

President
The Protane Corporation
Cleveland, Ohio

Mr. Murphy received a B.S. degree in mechanical engineering from Oklahoma State University.

He joined Caterpillar Tractor Co. in 1942 as a Procurement Supervisor. During World War II, he served in the U.S. Navy, returning to the Caterpillar Tractor Co. in 1946 in the Sales Department. During the period 1948 to 1953, Mr. Murphy was actively engaged in the construction industry in Venezuela (invested position).

In 1953, Mr. Murphy founded Venezolana de Gas in Caracas, Venezuela. In 1955, the controlling interest of Venezolana de gas was sold to The Protane Corporation and Mr. Murphy remained as President until 1962 when he was appointed Vice President of The Protane Corporation in charge of the International Division.

In 1963, Mr. Murphy was appointed to his present position, President of The Protane Corporation.

ALAN E. PETERSON

Partner
Arthur Andersen & Co.

Mr. Peterson received a B.S. degree from Northwestern University in 1953 and earned his M.A. degree from Michigan State University in 1957.

He is a Partner in the commercial audit area (Manufacturing Department) of Arthur Andersen & Co. His assignments have included cost and re-reporting surveys on missile base construction for the Department of Defense and the Air Force. His duties also include assisting clients in accounting and contract administration systems on government contracts. He is presently in charge of government contract work for clients of the Chicago Office and Home Office.

Mr. Peterson is a member of the American Institute of Certified Public Accountants, Federal Government Accountants Association, American Ordnance Association, American Accounting Association, and the Illinois Society of Certified Public Accountants.

JOHN M. ROBINSON

Vice President - Sales
Houston Chemical Corporation
(Wholly-owned subsidiary of PPG Industries, Inc.)

Mr. Robinson attended Stanford University and majored in Petroleum Engineering. He graduated from the A.F. Advanced Aircraft Engineering School at Chanute Field, Illinois in 1945. He is a graduate of the 53rd Advanced Management Program at Harvard Business School.

He served four years in the U.S.A.F. in World War II as a Pilot and Engineering Officer.

He joined Macco Corporation, Paramount, California in 1945, holding positions of Division Manager and Vice President-Oilfield Operations until resigning in 1961 to accept the position of Western Regional Manager for Houston Chemical Corporation. In 1965, Mr. Robinson was appointed Vice President-Sales for Houston Chemical Corporation, now a wholly-owned subsidiary of PPG Industries, Inc., Pittsburgh, Pa.

Houston Chemical Corporation is engaged in the manufacture and sales of gasoline anti-knock compounds and other industrial chemicals.

JOSEPH H. RUDD

General Manager - Eastern
New York Telephone Company
Albany, New York

Mr. Rudd graduated from Cornell University in 1948 with a B.S. degree in industrial relations.

Upon graduation he worked on Governor Dewey's Presidential Campaign until the November elections, after which he joined the telephone company. In 1954, he became District Traffic Superintendent and subsequently Personnel Director, Assistant Vice President, General Traffic Manager, and in 1967, assumed his present position. He has responsibility for telephone operations up-state in the Eastern Area.

JEROME D. RYAN

Manager, Advanced Planning
Ryan Aeronautical Co.
San Diego, California

Mr. Ryan attended Stanford University and received a B.A. degree in business/economics from San Diego State College and a diploma in aeronautical engineering technology from Northrop Institute of Technology.

He joined Ryan Aeronautical in 1954 as a Junior Design Engineer. Since that time he has held both line and staff positions in project engineering, industrial engineering, manufacturing supervision, quality motivation, value engineering and special assignments as Assistant to the Executive Vice President of Plant Operations.

In December 1967, Mr. Ryan was promoted to his present position as Manager of Advanced Planning. In this position, he is primarily responsible for new product planning, and development of a long range plan for the company.

CHARLES B. SCOTT

Public Affairs Manager
Pacific Northwest Bell
Portland, Oregon

Mr. Scott joined the telephone company in Los Angeles in 1939 in the Plant Department. He became an Instructor, Splicing Foreman and Personnel Supervisor before moving to San Francisco in the General Administration Department as Staff Supervisor. He returned to line assignments in the Plant and Traffic Departments before becoming General Personnel Supervisor and finally Public Affairs Manager in July of 1966.

ROBERT S. STEWART

Program Manager
Vought Aeronautics Division
LTV Aerospace Corporation
Dallas, Texas

Mr. Stewart received a B. AeE. degree from the University of Minnesota and an M.S. in aeronautics from the California Institute of Technology.

He served in the U.S. Army Air Force during World War II, joining the Vought organization as a missile test engineer in 1946. Since then he has held assignments in project engineering, engineering supervision and engineering management, in the fields of military missiles, aircraft, spacecraft and special purpose surface vehicles.

In March 1968, Mr. Stewart was appointed to the position of Program Manager where he is responsible for all Vought activities in a Lockheed-Vought team venture on the Navy VS(X) Weapon System.

STANFORD G. STILES

General Manager, Supply Relations
Shell Oil Company
New York, New York

Mr. Stiles received a B.S. degree in mechanical engineering from the California Institute of Technology.

He joined Shell Oil in 1947 as an Engineer at Ventura California. He served in the Tulsa and Denver Areas before moving to the Head Office Production Department in 1959. The following year, he became Chief, Mechanical Engineering in the Midland Area, and in 1963, he accepted employment with Shell P.T. Indonesia as General Manager-Kalimantan (Borneo). He returned to the U.S. in 1965 as Assistant to the Vice President, Pacific Coast Area, and later that year was named Manager Services, Pacific Coast Area. He took up a special assignment in the Purchasing Organization in January 1966 and accepted employment with Shell International Petroleum Co., Ltd., London, as Head, North America and E&P Division in September 1966. He assumed his present position in December 1967.

FRANK G. TURPIN

Manager, Baytown Refinery
Humble Oil & Refinery
Baytown, Texas

Mr. Turpin received a B.S. and M.S. degree in chemical engineering from the Virginia Polytechnical Institute.

He joined Humble Oil in 1947 at the Baton Rouge Refinery. He held various positions there until he moved to the Baytown Refinery in 1966 as the Administrative Manager. In 1968, he became Manager, Baytown Refinery, his present position.

Mr. Turpin has responsibility for the effective operation of the Baytown Refinery, including the administration and safety of personnel, the development of key personnel, the conducting of collective bargaining, the promotion of good community and employee relations, and the establishing of specific objectives and plans for improvement of the Refinery operations.

LOUIS M. WELLS

Assistant Vice President
Northwestern Bell Telephone Company
Omaha, Nebraska

Mr. Wells attended the University of Nebraska.

He joined the telephone company as a coin box collector in 1946 after service with the U.S. Air Force. He has spent most of his telephone career in the Commercial and Sales organizations holding among others the positions of District Manager and General Sales Manager. Since January 1, 1968, he has been involved in legislative affairs in Nebraska.

RAY M. WHITENACK

Controller, Field Engineering Division
IBM Corporation
White Plains, New York

Mr. Whitenack received a B.S. degree in electrical engineering at Kansas State University.

He joined IBM in 1948 as a Customer Engineer, entering the Product Development Laboratory in 1952 at Poughkeepsie to do product design. In 1957, he was appointed as Coordinator for External Contracts and in 1958 became the Manager of Laboratory Financial Services. Since 1952, he has held various financial management positions at Division and Corporate levels. In 1967, he was appointed to his current position as Controller, Field Engineering Division.

ALBERT L. WINEGAR

Office Products District Manager
IBM Corporation
Washington, D.C.

Mr. Winegar received a B.B.A. degree from the University of Wisconsin and his graduate degree in marketing from U.C.L.A.

He joined IBM as an OPD Sales Representative in Los Angeles, California in March, 1956. In 1961, he was promoted to OP Branch Manager in Rockford, Illinois, and in 1963, to Assistant to District Sales Operations, Philadelphia, Pennsylvania. From this position he was promoted to Assistant to the OPD President in the Office Products Division Headquarters in New York.

On November 1, 1966, Mr. Winegar was promoted to his present position as OP District Manager, District #18 - Washington Federal. On January 1, 1968, District #18 - Washington Federal became District 18 - Washington Government - Education - Medical (GEM) in a major reorganization. Mr. Winegar, as District Manager, assumed additional responsibility for the education and medical industry marketing, while continuing to direct federal, state, and local government marketing programs.